

THE GOVERNOR'S TASK FORCE
TO
STRENGTHEN ALABAMA FAMILIES
FAMILY SERVICES CENTER TOOL KIT



BOB RILEY
GOVERNOR

BARBARA EVERETT
CHAIRMAN

DEIDRA LEMONS
EXECUTIVE DIRECTOR



BOB RILEY
Governor

STATE OF ALABAMA

GOVERNOR'S TASK FORCE TO STRENGTHEN ALABAMA FAMILIES

P.O. BOX 302620
RSA Union Building
100 North Union Street, Suite 192-A
Montgomery, Alabama 36130-2620

Telephone (334) 353-1017
Fax (334) 353-1111

BARBARA EVERETT
Chairman

DEIDRA M. LEMONS
Executive Director

Supported by a grant from the Annie E. Casey Foundation of Baltimore, Maryland, the Governor's Task Force to Strengthen Alabama Families was created by Governor Bob Riley in February 2004. The Task Force was charged by Governor Riley with evaluating the priorities, structure and cost efficiency of Alabama's current health and human services system as a basis for recommending a more effective strategy for meeting the State's human services goals in the future. In response to this charge, members defined the vision, mission, values, and guiding principles for Task Force work as follows:

VISION

Our vision for the Health and Human Services System is to create an environment in which every person we serve can achieve his or her full potential.

MISSION

Our mission is to redesign and strengthen the Health and Human Services System to provide an easily accessible, accountable, and coordinated public and private system that produces the best outcome for each person we serve.

VALUES

- 1. Quality.** The Health and Human Services System's goal is quality in all it does.
- 2. Trust.** For Alabama's Health and Human Services System to achieve its potential, it must earn the trust of our people. We will earn trust by communicating honestly, maintaining high ethical standards, eliminating duplication, and improving accountability.
- 3. Servanthood.** The heart to serve must be the core of the Health and Human Services System. We will strive to meet each participant's needs with dignity and respect in all levels of our delivery system.
- 4. Collaboration.** To create a stronger and more efficient Health and Human Services System, it must work collaboratively with public and private organizations to efficiently use available resources.

GUIDING PRINCIPLES

- 1.** Strong families produce strong children and build strong communities.
- 2.** We have a responsibility to provide services that work.
- 3.** All partners in the human services system are accountable for producing the greatest possible impact with public resources.
- 4.** Moving toward self sufficiency is our goal.
- 5.** No one should fall through the cracks of the system.
- 6.** Coordinated, consistent services promote better outcomes.
- 7.** Continuous measurement of outcomes and performance provides the knowledge for improving policy and practice.
- 8.** Address simple needs before they become complex issues, and keep routine problems from plunging families back into crisis.
- 9.** All work of the system must be client centered.



BOB RILEY
Governor

STATE OF ALABAMA

GOVERNOR'S TASK FORCE TO STRENGTHEN ALABAMA FAMILIES

P.O. BOX 302620
RSA Union Building
100 North Union Street, Suite 192-A
Montgomery, Alabama 36130-2620

Telephone (334) 353-1017
Fax (334) 353-1111

BARBARA EVERETT
Chairman

DEIDRA M. LEMONS
Executive Director

Governor's Task Force to Strengthen Alabama Families Interim Report Summary of Two Key Recommendations

I. Support creation of a family services center in each of Alabama's 67 counties.

- Centers are developed by local communities based upon unique community service needs and resources, thus ensuring ongoing local support for its programs.
- Centers mobilize all available local public and private resources to support and strengthen families.
- Centers identify service gaps and work to fill such needs; conversely, service overlap and duplications are often avoided due to agency collaborations with centers thereby minimizing waste and misuse of scarce resources.
- Centers respect, value and empower families, delivering services to each family in the context of its culture, ethnicity and heritage.
- Centers deliver preventive, comprehensive services, rather than fragmented, issue-specific crisis interventions, and focus on family strengths and abilities that enable and empower the family to solve their problems and achieve their goals and objectives.
- Centers in all counties foster strong collaborations between public and private services providers at the local community level needed to empower families to move from dependency upon state services to maximum self sufficiency.
- Creation of centers in all 67 counties will establish a more efficient, accountable and coordinated statewide system of delivery of services to at-risk families in which resources are used most effectively.

SUPPORT: A network of family resource centers currently exists, called the "Alabama Network of Family Resource Centers." Membership at present consists of 13 centers. The purpose of the Network is to support the development, growth and continuation of services to Alabama families through family resource centers by providing technical assistance, training, advocacy, resources, and networking opportunities. Network members have delineated 22 standards relating to service delivery, fiscal management, center administration and accountability that were passed into law by the Alabama Legislature in 2000. Each standard is specific and measurable, and ensures that the highest quality of service is available to families seeking assistance from a Network member center. The Task Force believes that all family resource centers in Alabama would benefit from membership in this Network and by compliance with the 22 standards now found at Section 31-8-2, Code of Alabama 1975.

II. Conduct two pilot projects (Montgomery County and Perry County) testing a coordinated state health and human services delivery system.

- At-risk families often have multiple, complex issues and need services of more than one agency and program
- Mainly due to federal requirements, state agencies are organized to deal with single problems of a particular nature, thus requiring families to often learn on their own what services are needed by each family member and then travel to multiple locations to access such services
- Families are best helped toward independence and self-sufficiency by the simultaneous provision of an array of services through coordination among providers, i.e., a "holistic" approach, rather than a one-problem, most pressing need approach that can occur under the present delivery system
- Pilots will test a delivery system that creates a virtual "one stop" for services needed by at-risk families so that, regardless of which state provider a family member first contacts, needs of each family member will be assessed during the initial interview and connections to a broad range of services can be made at that time

SUPPORT: During pilots, an automated common benefits and services screening instrument will be used by state agency staff serving Montgomery and Perry Counties. Six state agencies - the departments of Medicaid, Public Health, Mental Health, Human Resources, Senior Services, and Rehabilitative Services - will be technologically "linked" through a secure application service provider (ASP) web-based system. Private funds have been secured to underwrite costs associated with automation of the screening instrument. During intake in whichever agency the family first enters, state workers will assess possible eligibility for state services needed by all family members using the common benefits and services screening instrument. Upon completion of the instrument, a listing of services, including a brief explanation of benefits, agency addresses and contact numbers, will be printed and given to the client. Referral appointments will be made should the client so desire, thus creating a virtual "no wrong door" to enter for accessing all health and human services needed by families in the pilot counties.

What is a Family Services Center?

Family services centers are currently found in a variety of settings - former school buildings, sharing space in a state public health agency, inside a housing community building, for example. Each site is user-friendly and easily accessible within the community. Centers also have different configurations. Some are "one stop" agencies providing multiple services housed in the center itself. Others follow a consortium model consisting of a network of service providers coordinated through the center. Many are a combination of both models. Each center is developed by the local community based upon unique community service needs and providers. However, regardless of location or structure, all centers provide core services of intake, assessment, case management, and service referral for families.

As community-based programs, family services centers mobilize all available public and private resources to support and strengthen families. Additionally, staff members know best when service gaps exist in the community and work to create programs to fill such needs. Similarly, service overlap is often avoided due to agency collaborations with centers. Program duplications are identified as providers work together through family services centers and funding is directed appropriately, thereby minimizing waste of scarce public and private resources. Centers thus offer a comprehensive array of unduplicated family support programs, services and activities that are modified or added to, depending upon local needs and opportunities.

Because each community is unique, differences exist among family support programs offered by the family services centers in Alabama. However, all centers respect, value and empower families. Services are delivered to each family in the context of its culture, ethnicity and heritage. Emphasis is placed upon delivery of preventive, comprehensive services that include ongoing, periodic assessments of progress toward family-established goals, instead of fragmented, issue-specific crisis interventions. Most importantly, center programs focus on strengths, skills and abilities that enable and empower families to solve their problems and achieve their objectives, rather than family limitations or weaknesses.

From studying existing centers, Task Force members have learned that, to be successful, each family services center must:

- involve strong and committed local leaders as well as potential clients in the initial process of center creation;

- secure demonstrated buy-in by local leadership;
- conduct a raw community-wide needs assessment, including strengths and weaknesses, to identify critical community needs;
- develop a clear shared community vision for the work of the center, including increasing self-sufficiency and reducing dependency on state services;
- build a stable local funding base using private dollars to sustain core services; and
- utilize meaningful performance measurements tied specifically to defined goals and objectives for each service provided.

A network of family services centers currently exists, titled the "Alabama Network of Family Resource Centers." Membership at present consists of 13 centers. The purpose of the Network is to support the development, growth and continuation of services to Alabama families through family services centers by providing technical assistance, training, advocacy, resources, and networking opportunities. Network members have delineated 22 standards relating to service delivery, fiscal management, and center administration and accountability that were passed into law by the Alabama Legislature in 2000. Each standard is specific and measurable, and ensures that the highest quality of service is available to families seeking assistance from a Network member center. The Task Force believes that all family services centers in Alabama would benefit by membership in this Network and by compliance with the 22 standards now found at Section 30-8-1, Code of Alabama 1975.

In summary, family services centers are proven, sustainable collaborations of public and private agencies, services and programs within local communities that maximize all resources available to support and strengthen families. Because of local community coordination, unnecessary service duplication and overlap is prevented; service gaps are identified and handled; and limited public and private resources are directed and used for the greatest benefit in support of successful, unduplicated programs and activities. Centers offer comprehensive, culturally sensitive, family-centered, holistic services, including ongoing progress evaluations and support, to address complex issues of the entire family in family-friendly, easy-to-access environments.

**ALABAMA NETWORK
OF
FAMILY RESOURCE CENTERS, INC.**

Membership List

Ms. Linda O'Connell, Executive Director
Alfred Saliba Family Resource Center
Full Member
301 W. Lafayette St., Suite 2B
Dothan, Alabama 36301

Ms. Gloria Hull, Executive Director
Circle of Care Center for Families
Full Member
P.O. Box 946
Valley, Alabama 36854

Ms. Angie Butterfield, Program Director
The Center for Families
Full Member
530 South Lawrence Street
Montgomery, Alabama 36104

Ms. Eva Greene, Program Director
HERO Family Resource Center
Associate Member
P.O. Box 318
Greensboro, Alabama 36744

Ms. Margaret Morton, Executive Director
Sylacauga Family Resource Center
Full Member
P.O. Box 1122
Sylacauga, Alabama 35150

Ms. Buffy Marsden, Program Director
Bay Minette Family Resource Center
Full Member
610-B Railroad Street
Bay Minette, Alabama 36507

Ms. Judy Crowley, Executive Director
Coffee County Family Services Center
Associate Member
P.O. Box 311231
Enterprise, Alabama 36331

Mr. Don Walton, Executive Director
Family Services Center-Calhoun County
Full Member
P.O. Drawer 2649
Anniston, Alabama 36202

Ms. Teresa Costanzo, Executive Director
Tuscaloosa Family Resource Center
Full Member
P.O. Box 40764
Tuscaloosa, Alabama 35404

Ms. Laura Dalton, Executive Director
F.I.R.S.T. Family Resource Center
Provisional Member
901 West Sloan Avenue
Talledega, Alabama 35160

Ms. Mattie Arrington, Executive Director
The Children & Family Connection
Full Member
P.O. Box 2458
Phenix City, Alabama 36867

Ms. Tiki Hubbard, Executive Director
Parents and Children Together
Associate Member
P.O. Box 1247
Decatur, AL 35602

Ms. Vicki Fussell, Executive Director
Hope Place Family Resource Center
Full Member
212 Saint Joseph Street
Brewton, Alabama 36426

Dr. James E. Powell, Director
Lucille Pierce Family Literacy and
Resource Center
Provisional Member
P.O. Box 395
Opp, AL 3

Levels of Membership in the Alabama Network of Family Resource Centers

Full Network Membership

The site has attained all the Network's standards. They are authorized to participate in all meetings and training events of ANFRC and to participate in funding opportunities on behalf of ANFRC.

Associate Network Membership

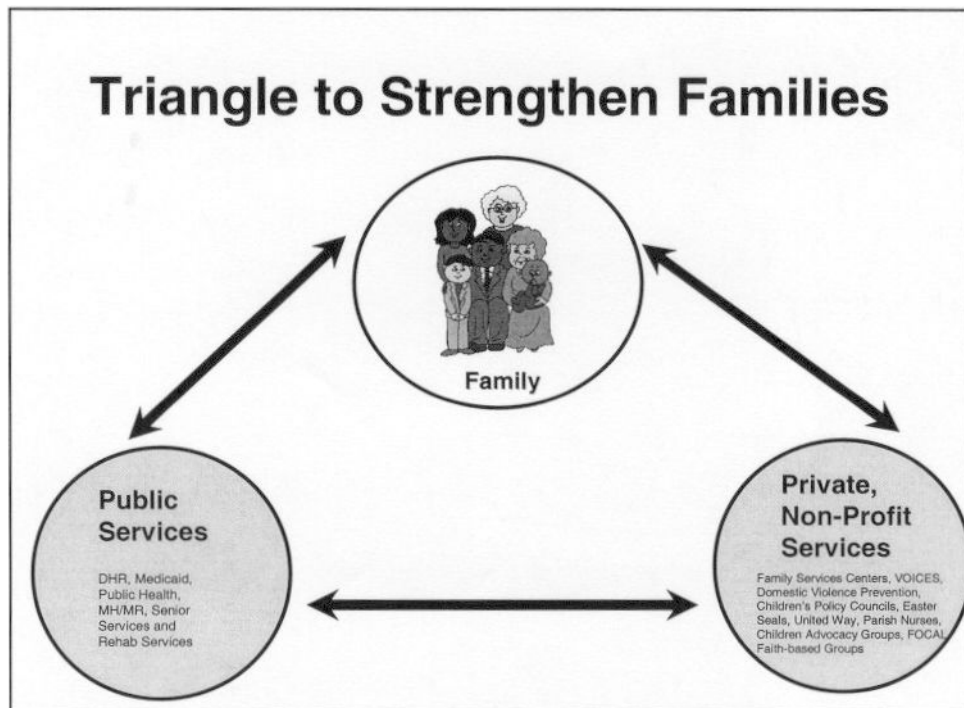
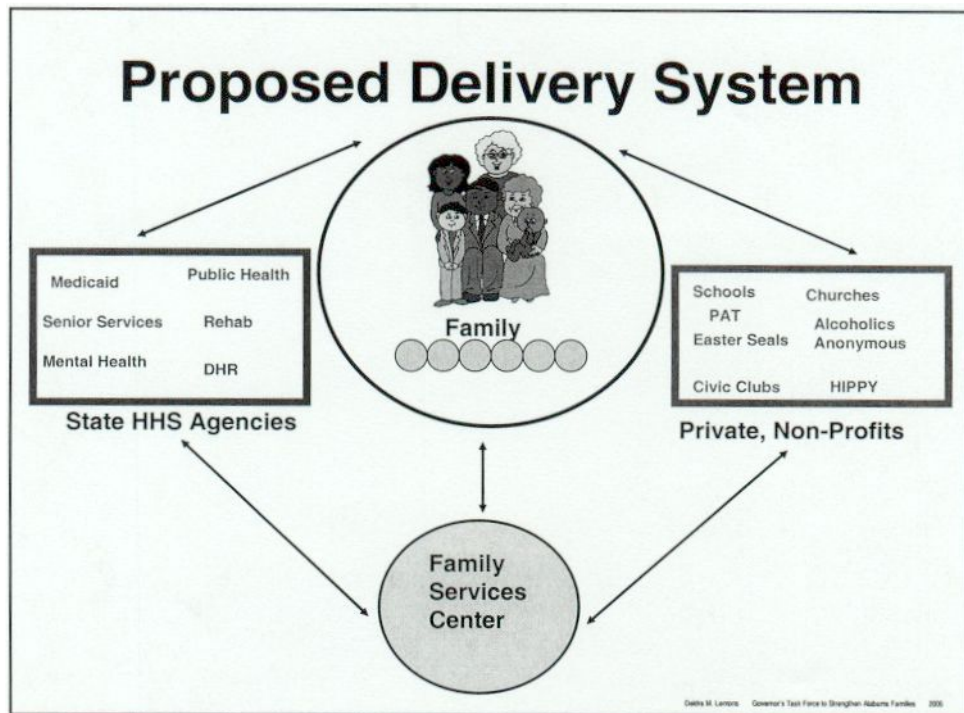
The site has attained most of the standards outlined in the self-study and has limited shortcomings in any critical areas of performance. Sites in this category may request an ANFRC mentor to advise/ educate the site in preparing for Full membership. In this category, members are authorized to participate in all activities, meetings and training events of ANFRC.

Provisional Network Membership

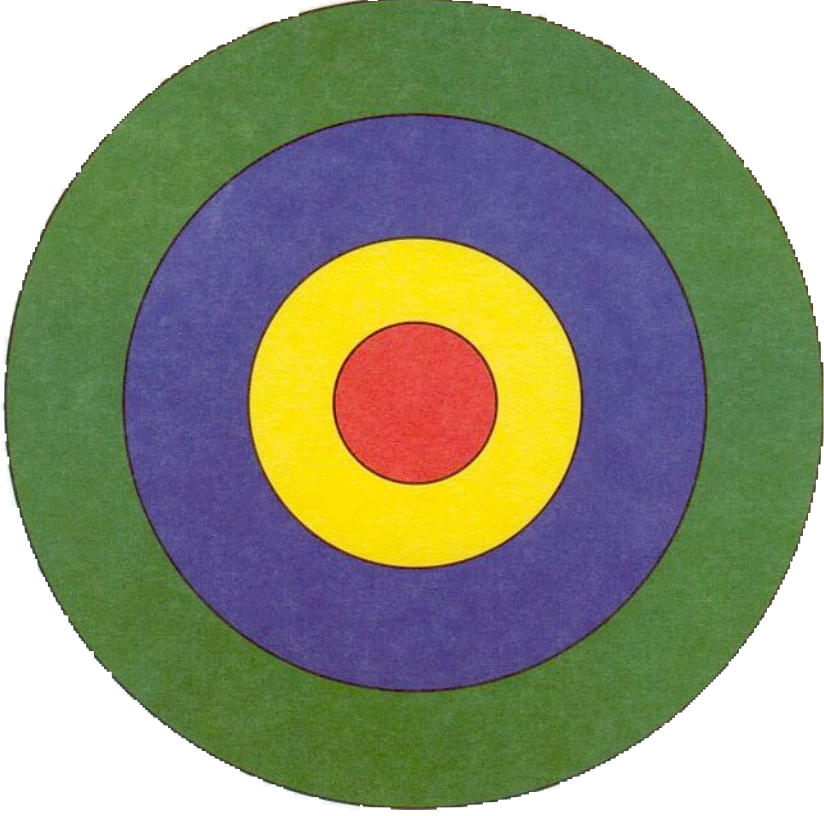
The site has submitted evidence of attainment of some of the standards outlined in the self-study and has moderate shortcomings in several critical areas of performance. They are authorized to participate in all activities, meetings and training events of ANFRC. Sites may request an ANFRC mentor to advise them on preparing for full membership.

Capacity building Phase to create a family resource center

- Community development and county buy-in
- Conduct a needs assessment
- Build local funding base
- Utilize performance measurements



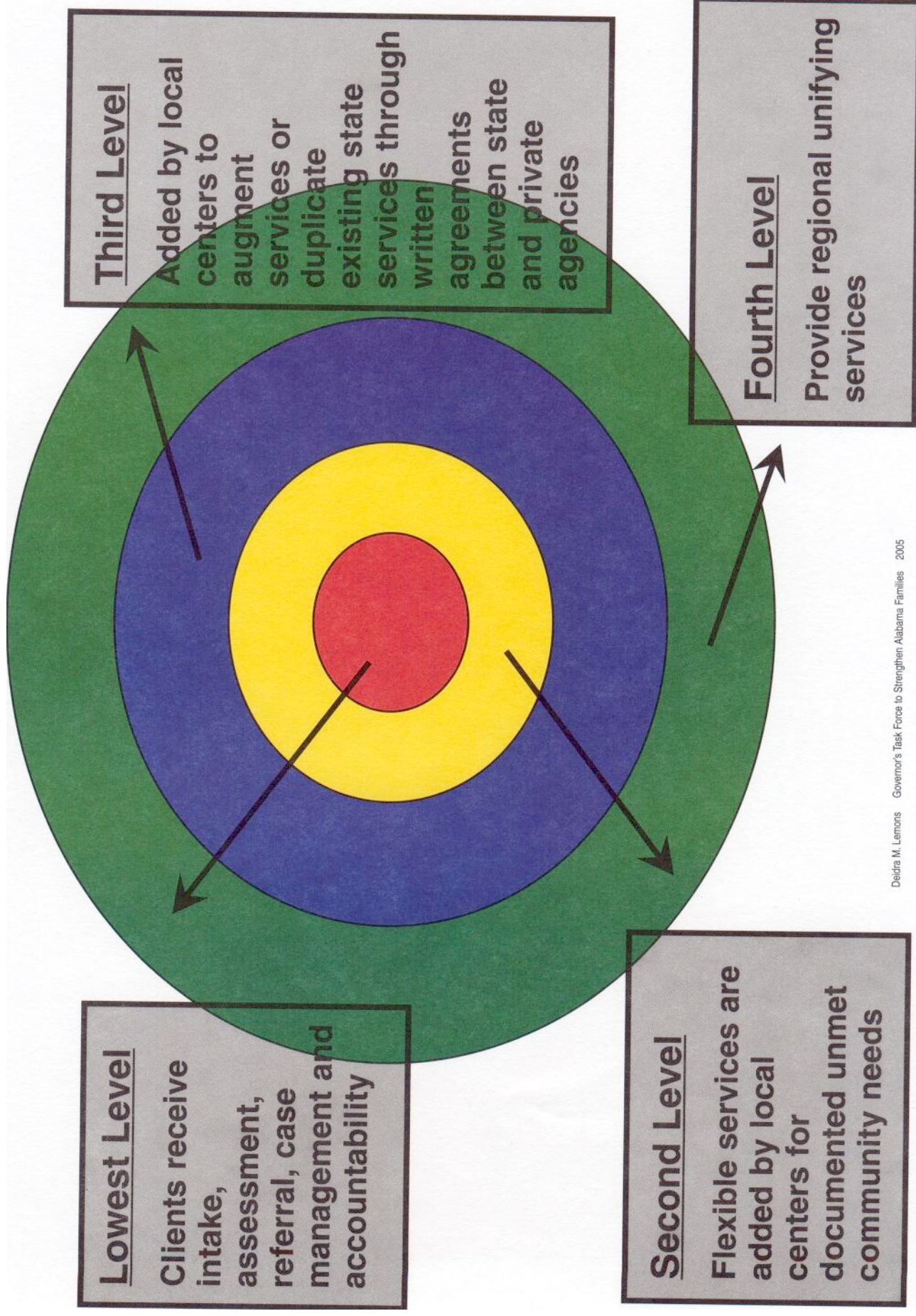
Capacity Building for Family Resource Centers



To be Successful in producing the best outcomes for families and individuals served, each family services center must:

1. Involve the correct local leaders and services recipients in the initial process of center creation;
2. Secure demonstrated buy-in by local leadership;
3. Conduct a raw community-wide needs assessment, including strengths and weaknesses, to identify critical community needs;
4. Develop a clear shared community vision for the work of the center to include increasing self-sufficiency and reducing dependency on state services;
5. Build a stable local funding base using private dollars to sustain core services; and
6. Utilize meaningful performance measurements tied specifically to defined goals and objectives for each service provided by the center.

Capacity Building for Family Resource Centers



Governor's Task Force to Strengthen Alabama Families

Steps to Creating a Family Services Center



P.O. BOX 302620
RSA Union Building
100 North Union Street, Suite 192-A
Montgomery, Alabama 36130-2620

Telephone (334) 353-1017
Fax (334) 353-1111

Steering Committee

The first step to creating a family services center or family resource center is to establish a steering committee. This group can be made of local, state and federal officials such as the mayor, city and county councils, and state and federal elected officials. It should include the health care and education systems, housing and planning departments, economic development, chamber of commerce and major employers. But most of all, it should include residents from your service area that would be eligible to access services and information from your center.

The following is a list of potential members for a steering committee:

Alabama Cooperative Extension System
Alabama Dept. of Human Resources
Alabama Dept. of Mental Health/ Mental Retardation
Alabama Dept. of Public Health
Alabama Dept. Rehabilitation Services
Alabama Dept. of Senior Services
Alabama Medicaid Agency
Chamber of Commerce
Chancellor – 2 year/ 4 year institution
Citizen
City Councilman / County Commissioner
County Probate Judge

Day Care Administrator
District Judge
Economic Development
Head Start Administrator
Housing Authority
Library System
Mayor
Ministerial Groups
Senator/ Representative
Superintendent of Education
Teacher

NOTE: Not every county will have all of the above present in their county or city. Some communities may have more than the list above; therefore, chose individuals that will help move your center from a dream into a reality.

Each center will offer a unique set of programs or services because each will be tailored to meet the needs of the area it serves. However, all centers will be accountable for their allocated resources and produce measurable outcomes.



Mission Statement

The most important work of the steering committee is to create a mission statement because it will set the tone for all your work ahead. Make sure the mission statement is comprehensive, concise and memorable.

While working on this task, remember that the mission statement should answer the question: What will the work of the center be?

The following are mission statements used by existing centers:

“The mission of the Alfred Saliba Family Services Center is to improve the quality of life of the citizens of Dothan/Houston County by providing community-based, coordinated, comprehensive, and accessible support services focused on prevention.”

“The Circle of Care Center for Families offers programs and services designed to strengthen and support families while improving the quality of life and promoting the safety and well-being of children in Chambers County.”

“The mission of the Coffee County Family Services Center is to support and strengthen families by providing a coordinated network of services to promote self-sufficiency.”

“The Elmore County Family Resource Center’s mission is to support children and their families through uniting individuals and resources to meet basic human needs.”

“The Geneva County Family Resource Center’s mission is to provide services that strengthen the family, build the community, empower the individual, and create life-long learners.”

“The mission of the Tuscaloosa’s One Place, A Family Resource Center is to empower communities and families by providing support services that prevent child abuse and neglect and that develop skills and resources designed to improve the family’s quality of life, prepare their children for success in a competitive society, and allow each individual to realize his or her potential for self-sufficiency.”



Vision Statement

In some cases, centers develop a vision statement which reflects their hopes for the future. This vision statement then leads them to develop a mission statement to determine their course of work to achieve the vision.

“Circle of Care aspires to help make Chambers County a place where children are protected and loved, individuals are respected, families are empowered, and community is valued.”

Values and Guiding Principles

Values and guiding principles are a set of beliefs and pledges that help shape your work.

“We believe that all families and individuals can build upon their strengths and increase their self-sufficiency and self worth through empowerment, skill building, information, encouragement and direction. We are committed to equipping families with the knowledge and resources they need to nurture and rear their children in a safe, stable home environment by demonstrating dignity, compassion and respect for the families we serve; integrity in all that we do; and accountability in the management of our resources.”

--- Circle of Care Center for Families



Goals, Objectives and Strategies

The goal is the overall aspiration you want to achieve and has no time associated with the task. The objectives are quantifiable, measurable and time phased. The strategy is your plan or tactic to succeed. The strategy should detail how you plan to achieve the goal/objective with a timeline and who is responsible for this work.

The following is an example of how one center created a goal and strategies to support the goal:

Goal of the center is to maximize the allocation of resources that support strong family life in Coffee County.

Strategies:

- Comprehensive assessment of family needs
- Utilization of a holistic approach to assessing and meeting needs
- Maximum accessibility and convenience of services and facilities
- Prevention of unwarranted duplication of services
- Maximum community involvement in the determination and delivery of services
- Prevention as well as remediation of problems and needs
- Provision for achievement of synergy in approaches and results
- Establishment of ongoing support systems
- To build public and private partnerships
- Monitoring and evaluation of outcomes
- Respect for the worth and dignity of all individuals"



Work Plan

The next step is to turn the goals, objectives and strategies into a work plan. The following is a sample work plan which offers a set of easy to follow goals, objectives and strategies. By reviewing this document, your center may gain additional insight on how to create a family services center.

Program: Coffee County Family Services Center

Goal: To help families become self-sufficient

Area: Personnel

Objective	Strategy	Resources/ Responsibility	Evaluation	Time Frame
1. To staff the Coffee County Family Services Center for Phase One of Start-up	1.1 Determine staff needs for start-up	1 None/ Board	1.1 Staff report adopted by Board and in minutes	1.1 Aug. 1997
	1.2 Develop job description for Director/ Clerical Support/ Volunteers/ Other Staff identified in 1.1	1.2 None/ Operations Committee/ adopted by Board	1.2 Job Descriptions adopted in minutes	1.2 Sept. 1997
	1.3 Determine salaries/ benefits and related funding sources	1.3 To be determined/ Executive Committee adopted by Board	1.3 Contracts drawn/ adopted/ signed and filed	1.3 Sept. 30, 1997
	1.4 Develop budget for personnel	1.4 None/ Executive Committee/ Adopted by Board	1.4 Budget approved and in minutes	1.4 Sept. 30, 1997
	1.5 Develop annual plan of work for staff	1.5 None/ Executive Director with Executive Committee input/ review and adopted by Board	1.5 Plan of work adopted by Board and on file	1.5 Oct. 31, 1997
	1.6 Monitor implementation of plan of work and budget	1.6 None/ Board	1.6 Monthly Executive Director Reports and Financials in Board minutes	1.6 Oct. 1997 – ongoing
	1.7 Develop personnel policies and procedures as needed.	1.7 Model policies manual/ operations committee	1.7 Policies adopted by Board and in minutes and manual	1.7 Oct. 1997 – ongoing



Program: Coffee County Family Services Center
Goal: To help families become self-sufficient
Area: Families

Objective	Strategy	Resources/ Responsibility	Evaluation	Time Frame
To determine needs and provide facilities, equipment, materials and supplies for family services center, Phase One Start-up	2.1 Determine building needs	2.1 None/ County Commissioners	2.1 Building needs available	2.1 June 1997
	2.2 Determine building modifications/ improvements needed and related costs	2.2 None/ Board	2.2 Modifications/ improvement list adopted by Board.	2.2 August 1997
	2.3 Determine funding sources/ in-kind contributions for building modifications, improvements	2.3 None/ Ad Hoc Facilities Committee appointed by President	2.3 Funding sources and in-kind contributions secured and Board informed	2.3 Sept. 10, 1997
	2.4 Make modifications/ improvements to building	2.4 To be determined/ Ad Hoc Facilities Committee	2.4 Facility ready for occupancy	2.4 Oct. 1, 1997
	2.5 Determine equipment needs and related costs	2.5 None/ Ad Hoc Facilities Committee	2.5 Equipment list adopted by Board	2.5 August 1997
	2.6 Determine funding sources/ in-kind contributions for equipment needs	2.6 None/ Ad Hoc Facilities Committee	2.6 Funding sources and in-kind contributions sources secured and Board informed	2.6 Oct. 1997
	2.7 Purchase/ secure/ install equipment /	2.7 To be determined/ Ad Hoc Facilities Committee	2.7 Equipment installed and operational	2.7 Oct. 30, 1997
	2.8 Determine supply and materials needed and related costs	2.8 None/ Staff	2.8 Supply list approved by Executive Committee	2.8 Oct. 30, 1997
	2.9 Determine funding/ sources / in-kind contributions for supplies and materials	2.9 None/ Staff and Facilities Committee	2.9 Funding sources and in-kind contributions secured and Board informed	2.9 Oct. 30, 1997
	2.10 Purchase/ secure supplies and materials	2.10 To be Determined/ Staff and Facilities Committee	2.10 Supplies in place for use	2.10 Oct. 30, 1997



Program: Coffee County Family Services Center

Goal: To help families become self-sufficient

Area: Recordkeeping and Accounting

Objective	Strategy	Resources/ Responsibility	Evaluation	Time Frame
3. To establish a sound recordkeeping and accounting system in accordance with generally accepted accounting procedures	3.1 Determine system and related forms and software for intake, monitoring, and follow-up of clients	3.1 Model systems/ Executive Director with review by Executive Committee	3.1 System approved by Board	3.1 Oct. – Nov. 1997
	3.2 Develop accounting system and related forms, software, etc.	3.2 Model Systems/ Executive Director with volunteer accountant with review by Executive Committee	3.2 System adopted by Board	3.2 Oct. – Nov. 1997
	3.3 Monitor revenues, expenditures and procedures	3.3 Monthly financial reports/ Executive Director	3.3 Financial repots approved in monthly Board Minutes/ annual audit or accounting review with no exceptions	3.3 Oct. 1997-ongoing



Program: Coffee County Family Services Center
Goal: To help families become self-sufficient

Area: Operations

Objective	Strategy	Resources/ Responsibility	Evaluation	Time Frame
To act as a clearinghouse, referral agency and advocate for needed family services	4.1 Determine services currently available	4.1 None/ Executive Director	4.1 Contact log reviewed by Executive Committee and Directory of Services developed and approved by Board	4.1 Oct. – Nov. 1997 (initial contacts) ongoing
	4.2 Develop evaluation plan	4.2 None/ Executive Director with Executive Committee	4.2 Plan approved by Board	4.2 Oct. – Nov. 1997
	4.3 Establish and implement a system to aggregate information on client needs	4.3 Model system/ Executive Director	4.3 System approved by Executive Committee	4.3 Oct. - ongoing
	4.4 Establish and implement a system of client referral and follow-up	4.4 Model system/ Executive Director	4.4 System approved by Executive Committee	4.4 Oct. - ongoing
	4.5 Determine unmet needs	4.5 Needs Assessment Results/ Executive Director with Executive Committee/ other appropriate committees (e.g. Education Committee)	4.5 Board adopts unmet needs report	4.5 Oct. 1997 – May 1998 (initial) and ongoing
	4.6 Seek resources/ programs/ activities to meet documented needs	4.6 Private, public potential funding sources/ grants committee and Executive committee	4.6 Funding secured	4.6 May – Sept. 1998 and ongoing
	4.7 Evaluate Phase One	4.7 Summary Evaluation Report/ Board	4.7 Evaluation Report adopted by Board	4.7 Sept. 1998
	4.8 Move to Phase Two of Operations	4.8 New operations plan/ Board of Directors	4.8 Board	4.8 Oct. 1, 1998



Program: Coffee County Family Services Center

Goal: To help families become self-sufficient

Area: Public Relations and Marketing

Objective	Strategy	Resources/ Responsibility	Evaluation	Time Frame
5. To develop a public relations and marketing plan for Phase One	5.1 To develop and print a marketing brochure describing services, locations, contacts, vision, etc.	5.1 Money/ Executive Director with input from PR Committee	5.1 Brochure approved by Executive Committee and printed	5.1 Sept. – Oct. 1997
	5.2 To disseminate brochure to service providers, churches, civic clubs, supporters, etc.	5.2 None/ Executive Director and board members	5.2 Plan approved by Board	5.2 Oct. – Dec. 1997
	5.3 Establish a speakers bureau for civic, service club presentations	5.3 None/ PR Committee	5.3 Speakers roster approved by Committee	5.3 Oct. 1997
	5.4 Develop generic script for Family Services Center presentation	5.4 None/ PR Committee and Executive Committee	5.4 Script approved by Committee	5.4 Oct. 1997
	5.5 Schedule and present programs	5.5 None/ PR Committee and Executive Committee	5.5 Presentation given	5.5 Oct. – March (initial) and ongoing
	5.6 Develop news media campaign (radio, TV, newspaper)	5.6 None/ PR Committee and Executive Committee	5.6 Plan approved by Committee	5.6 Oct. 1997
	5.7 Implement news media campaign	5.7 None/ Executive Director and PR Committee	5.7 Articles, programs, interviews, etc. completed	5.7 Oct.-Dec. (initial) and ongoing



Committee Structure

By dividing the work into committees, it allows for the start-up process to move smoothly and also provides the needed buy-in from each steering committee member. The following is an example of committee groupings:

Operations

Overall planning, personnel, needs assessment, by-laws, 501 (c) (3) status

Economics

Budget, fundraising, finance, grants

Education

GED, Workforce training, career development, job training, literacy programs

Health

Social Services

State departments, non-profit agencies, religious, community and civic groups

Public Relations/Marketing

Media, speakers bureau, public awareness, press releases

Review the Children's Policy Council needs assessment completed by your county and develop a committee to address the needs listed by residents.

Center History

Begin writing your center's history. Take detailed minutes at each you hold. Elect a center historian to keep up with photos, copies of programs and other data which could be used to create a scrapbook or needed for writing grant applications. The following is an example of a center's history.



History and Philosophy of SAFE

Since July, 1988, members of our local school/community team had worked futilely to address growing social problems affecting young people and vulnerable youth in Sylacauga. In October, 1995, members of this team began to organize a community-based initiative to strengthen families in an effort to combat poverty, school failure, drugs, crime and violence. Selected members of the team went to the Mayor of Sylacauga to solicit his leadership to organize a community coalition of citizens and representatives of all sectors of the community to address the problems.

After some initial meetings, the task force came to the consensus that the needs of Sylacauga would be best met through a comprehensive network of social services designed to address the needs of the total family. Each of the forty-plus volunteer members were committed to comprehensive community planning to develop a strategic plan of action to better serve the families of Sylacauga and signed a written intent to serve. Members of the planning group represented clergy, government, business, industry, health and social services, schools, the courts, law enforcement, and private citizens.

The planning group, designated as SAFE (Sylacauga Alliance for Family Enhancement) formed an executive steering committee, appointed a chairman, developed a mission statement, and began the process of incorporation.

The Alliance (SAFE) established three planning goals to implement the second stage of a strategic agenda: 1) to identify critical needs; 2) to investigate feasible solutions and funding sources; and 3) to develop a plan of action to address a need that would improve the quality of life for youth and families in Sylacauga. SAFE was committed to fostering the positive development of Sylacauga's children, and was convinced by research that communities that exert a positive, profound influence on the lives of families in their domain, powerfully affect the outcome for children (Bernard, 1991).

Over a six month period of time SAFE engaged in an assessment of Sylacauga's strengths and weaknesses. Based on a key informant survey (of agencies, government officials, schools and archival indicators), we found that, like many other communities, Sylacauga had problems with juvenile crime and delinquency, substance abuse, violence, and poverty; along with a poorly integrated network of supportive services and employment training, which were all interrelated. The following data on the City of Sylacauga documented that our primary risk factors came under the domains of family and community, which included family history of problems, family management, family conflict, favorable parental attitudes and involvement, community availability of alcohol and other drugs, availability of firearms, community laws and norms favorable toward drug use, firearms and crime, low neighborhood attachment, community disorganization and extreme economic deprivation.

Advisory Council

Next, the Steering Committee should create an Advisory Council. The council does not have to function as a board. The council membership may be made of individuals with great influence in your area that do not have enough time to be on the board or go to every meeting you have. However, they will be out in the community, selling the success of your center and creating new partnerships to add to your success.

The following is a list of the type of people you might want on an Advisory Council:

- Attorney
- City Clerk
- City School System Administrator
- County Commissioners
- County School System Administrator
- Doctor/ Physician
- Mayor
- Newspaper Editor
- State Representative/ Senator
- Radio Station Owner
- Television Station Manager
- United Way Representative

Letters of Support

As new partnerships are formed, the steering committee and advisory council should solicit letters of support. These letters should be filed and kept up to date because they may be needed to apply for grants or large donations.



Board of Directors

As the planning stage of your center develops, a Board of Directors should be created to move the project into the initiation stage. Membership may come from the Steering Committee, Advisory Council or any of your other committee groupings. After the Board of Directors is set, it is now time to establish work committees. The following is an example:

Alfred Saliba Family Services Center Board of Directors Committee Synopsis

Executive/ Operations Committee – This committee is responsible for overseeing the programmatic and financial operations of the center.

Health Committee – This committee is responsible for directing strategies to enhance the financial stability and capacity of the Family Health Clinic.

Fund Raising Committee -- This committee is responsible for directing strategies to enhance the financial stability and capacity of the Alfred Saliba Family Services Center.

Adult Education/Workforce Development – This committee is responsible for developing strategies to enhance the adult education and workforce development capacity of the center.

Nominations/ By Laws – This committee is to develop and direct strategies to enhance the board's capacity to fulfill its responsibilities and to review the current bylaws and make any needed additions/ changes.

Early Childhood Education – This committee is responsible to help develop strategies for implementing Early Head Start and child development center Policies/Procedures, policy council. Health/safety committee and standards review.

Human Resources—This committee is responsible for reviewing ASFSC human resource initiatives currently in place and recommending any needed improvement and/or changes in this area.

Consumer Advisory/ Policy Council—These committees are responsible for giving consumer input to the Board of Directors. In case of the Head Start Policy Council, shared decision-making and specific approval is required by Head Start Standards.

Construction/Renovation Committee – This committee is responsible for overseeing the construction/renovation of the Early Head Start facility and other ASFSC facilities as needed.



Budget

A budget is necessary for accountability and will help the board identify needs and resources available to meet those needs. Each center must have an annual budget and be audited at the end of each fiscal year. The budget should show cash and in-kind contributions and allocations.

The following are items your center may need in its budget:

- Personnel costs – salaries
- Fringe benefits – FICA, health insurance, retirement....
- Staff development – workshops, training, professional organization memberships and certifications
- Mileage reimbursements
- Insurance – on employees, board of directors and on facility
- Furniture and equipment – computers, desk, chairs,
- Professional services – accounting and payroll services, advertising, janitorial services, bank expenses, telephone answering service...
- Programming expenses
- Materials and supplies – office supplies, postage and printing
- Rentals and Leases – facility rent, P.O. Box rentals, copy machines....
- Contingencies – emergency fund

The following is a sample budget:

OBJECT	CENTER OPERATIONS	BUILDING BLOCKS	IN-KIND CONTRIBUTIONS	TOTAL
Salaries (Director)	30,000.00			30,000.00
Benefits (FICA and Health Insurance)		5,000.00		5,000.00
Travel	750.00			750.00
Office Furniture / Equipment	1,000.00		1,000.00	
Supplies	1,200.00	500.00	500.00	1,200.00
Staff Development	250.00			250.00
Repairs and Maintenance	500.00			500.00
Rentals and Leases	10,000.00	300.00	10,000.00	300.00
Utilities	3,500.00		3,500.00	
Professional Services	1,500.00	200.00		1,700.00
Contingency Fund	500.00			500.00
	Total Center Operations Expenditures	Total Building Blocks Expenditures	Total In-Kind Contributions	Cash Budget Total
	\$49,200.00	\$6,000.00	\$15,000.00	\$40,200.00



Program Summary

Each center will offer a unique set of programs or services because each will be tailored to meet the needs of the area it serves. Before creating a new program, consult the county needs assessment and conduct research of your own to determine if a program is needed or not. Once the research is complete, write a program summary. The summary should include but not be limited to national and local statistics, long-term and short-term indicators of success, and the centers reasoning for conducting the program. This program summary should support the center's reasoning for creating a new program.

Brochure

Develop a brochure that is not costly to reproduce but provides all the vital information about your center. A suggestion is to create a tri-fold brochure on a regular 8 ½ x 11" paper. This document should be saved on a floppy disc or compact disc so that it is easy to update and reproduce.

Take copies to all of your community partners, schools, libraries and any gathering place in town.

The following are several examples of center brochures:



MISSION STATEMENT

The HERO Family Resource Center, a community based comprehensive agency, seeks to empower the families of Hale County to successfully nurture their children in safe and healthy environments and to successfully meet the physical, emotional, development and personal needs of all members of the family.

Safe and healthy families are the foundation of our society and all children deserve the opportunity to achieve their potential and to become responsible citizens of the community.

HERO Family Resource Center services are accessible and goal-directed toward individual needs.

SUPPORT OUR MISSION

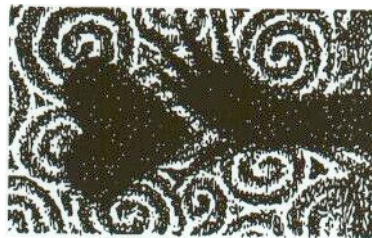
Contact the Executive Director to become a HERO Sponsor through an annual Tax deductible donation:

Gold Level
Silver Level
Bronze Level

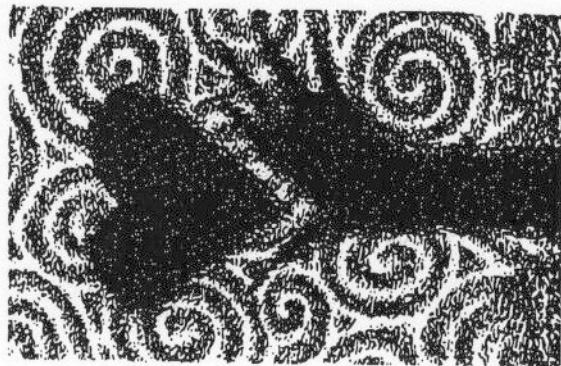
Please visit our website to learn more!

HERO Family Resource Center
1015 Market Street
P.O. Box 318
Greensboro, AL 36744
Phone: (334) 624-9100
Fax: (334) 624-9101
Toll Free: 1-888-444-4376
Website: www.heroknowledge.net

Community Career Resource Center
1120 Main Street
Greensboro, AL 36744
Phone: (334) 624-9131
Fax: (334) 624-9927
Toll Free: 1-800-717-3770



*"Empowering families
to meet
the challenges of
today and tomorrow"*



THE HERO FAMILY RESOURCE CENTER

**A vision of Hale Empowerment
and
Revitalization Organization**

*"A Helping Hand and
A Heart To Serve"*

WHAT IS THE FAMILY RESOURCE CENTER?

The Family Resource Center is a community based organization providing accessible and comprehensive programming for Hale County families. Through high quality service delivery, the Family Resource Center strives to empower families to determine concerns, establish priorities and identify resources.

The HERO Family Resource Center receives funding from public and private sources including the Children's Trust Fund, Family Support Preservation, the Appalachian Regional Commission, the State Department of Education, the Department of Children's Affairs, the Department of Human Resources, the Alabama Department of Economic and Community Affairs and others.

**Family
Preservation & Support**
Services Partners

OUR HISTORY

The Family Resource Center of Hale County, Alabama is a creation of the (Hale Empowerment and Revitalization Organization H.E.R.O.), a 501 (c) (3) non-profit agency. The organization was formed as a "grassroots" approach to empowering families. The Family Resource Center was created in 1994 to focus on the prevention of child abuse and neglect. Looking to the families of Hale County to provide for its' children's well-being, the Center works to emphasize public and private partnerships with strong collaborative efforts. The Family Resource Center now manages over \$1M in donations.

SERVICE AREAS ON CAMPUS

- Early Learning Center
- Community Career Resource Center
- Computer Training Center
- Kid's Pavilion (Under Construction)
- Adult Education Center
- Day Care Center

**"A HAND UP
NOT A HAND OUT"**

HERO CAMPUS SERVICES

- Employment Services/Assessments
- Job Search Trips
- Computer Operation Classes
- Job Readiness Training
- Vocational Counseling
- Adult Basic Education/GED Classes
- Emergency Food Bank
- WIA Youth Certification
- Appalachian Center for Higher Education
- Budgeting Classes
- Daycare Services
- Home Visitation Services
- Alcoholic Anonymous
- Medication Assistance Program
- Housing Applications Assistance
- Baby Think It Over Program
- Senior Outreach Services
- Trans-parenting Classes
- Juvenile Interventional Services
- Focused Industry Training
- English As A Second Language
- All Kids - On Line Registration



Revised 03/05/04

Our limited resources are expanded many fold through the services provided to families from cooperating service agencies and professionals.

How is the Center Managed?

The Center is operated by a 23-member Board of Directors representing social agencies, business leadership and the community. The staff and programs of the Center are under the direction of an executive director.

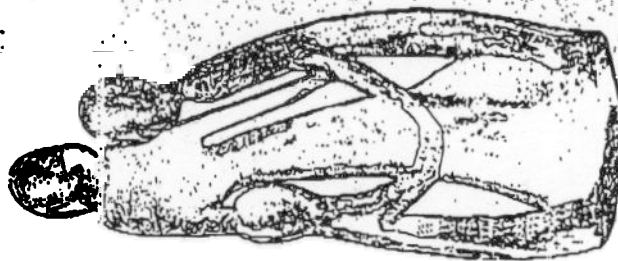
Family Services Center of Calhoun County, Inc.

15 E. 11th Street
P. O. Box 2649
Anniston, AL 36202
(256) 231-2240
Fax (256) 238-0922

Family Services Center
of Calhoun County, Inc.

15 E. 11th Street
P. O. Box 2649
Anniston, AL 36202

Strengthening Families



Family Services Center
of Calhoun County, Inc.

How We Started

In 1995, a group of 150 social workers, business people and community leaders came together to consider how to provide the help needed by families in Calhoun County. Most health and social service organizations took part.

They created a new organization and a new place—the Family Services Center—an organization which can pull together all existing resources and make them available to families at one place.

How Does It Work?

Most social service agencies are organized to serve specific purposes. They may offer help with parenting problems, or job training or substance abuse. They are not able to work with families on other problems. Families with several problems have had to seek help from a number of agencies.

With access to the skills and resources of many agencies, the Family Services Center provides coordinated assistance to families.

At the Family Services Center a professional with family-centered training will listen to family members and help the family determine its needs. Then, working together, they will find the resources to meet these needs.

Each family is different. The service plan for each family is custom built.

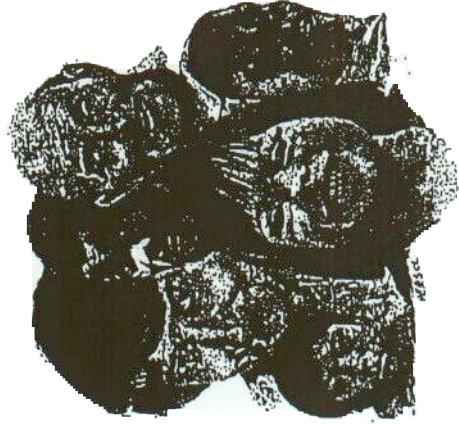
Helping Families

The family is the basis of our society. Without strong, functional families there cannot be strong communities or a strong nation. Any effort to solve our serious national social and economic problems must begin with the family.

Today's families have problems, perhaps more problems than ever before in our history. There are many one-parent families, many teenage mothers, many families living in poverty, many school dropouts, families touched by alcoholism or drug abuse, by gangs, by spousal or child abuse.

The pressures on today's families are enormous. Many families need help. It is in the interest of all of us to provide that help.

One family might need literacy training, help with money management and dental care for a child. Another may want counseling for problems with their children or marital difficulties. If some needed assistance is not now available in the community, we will seek to develop it through cooperating agencies and professionals in various fields.



Artwork reproduced by permission from *New Life in the Neighborhood* by Robert and Marsha Perle. Nash, Abingdon Press.

Who Can Come?

Any family member or an individual or family may be sent to us by another agency, by a school teacher or a minister, priest or rabbi. A family can call for an appointment, or just come to the Center.

Is Help Just for Poor Families?

It is the need of the family that matters, not its annual income. Middle class and affluent families have serious problems too and are welcome to discuss these with our counselors.

How is the Center Financed?

The Family Services Center has received federal funds through the Family Preservation and Support Act passed by Congress. The money comes through the Alabama Department of Human Resources. There are other Family Services Centers in different parts of the United States.

The Center also receives funds from the United Way, state agencies, private foundations, and group and individual donations.

Bylaws & Articles of Incorporation

Bylaws

Bylaws establish how the organization will be governed. They serve as a constitution that established the legal requirements for the center. They also govern the way the center will function as well as the roles and responsibilities of its officers. The bylaws should be taken seriously because they are important to the maintenance of order and credibility in the organization.

It is important to customize your bylaws to meet the needs of your group. Be specific, but still allow flexibility. Once written, bylaws should be reviewed periodically to assure that the organization's purpose has not changed. Reviewing bylaws on a regular basis ensures the rules are continuing to meet the needs of your center. A sample bylaw is provided for your review.

Incorporation

When a non-profit organization incorporates, it helps define the group and the organization as trustworthy. Incorporation also protects the personal liability of group members. Centers should consult an attorney during this process.

For details on the cost of incorporation and the process for renewals, please contact the Probate Judge of the county that your center will operate in. The judge's office will then send a copy of the law pertaining to non-profit organizations, which includes a sample copy of articles of incorporation that can be used as a model.



BY - LAWS
OF
FAMILY RESOURCE CENTERS NETWORK OF ALABAMA

ARTICLE I

Members

Section 1. Full Program Members. Each Full Program Member shall have one vote on each matter brought before the members. Full Program Members must be involved in those programs which are community-based, offer comprehensive services that are strength-focused and family-directed, and have achieved full member status through demonstrated ability to maintain a high level of standards as required in the membership review process. The Standards/Membership Committee shall determine whether an organization or individual is eligible to become and/or remain a Full Program Member subject to approval of the Board of Directors.

Section 2. Associate Program Members. Except as set forth in Article III, Section 3, the Associate Program Members shall not have voting rights. Associate Program Members shall be involved in those entities or community working groups which implement family focused, community-based programs that offer comprehensive services for families. The Standards/Membership Committee shall determine whether an organization or individual is eligible to become and/or remain an Associate Program Member subject to approval of the Board of Directors

Section 3. Provisional Members. Except as set forth in Article III, Section 3, the Provisional Members shall not have voting rights and shall be involved in those entities or community working groups which implement family focused, community-based programs that offer comprehensive services for families or those organizations and/or individuals who are in agreement with and support the furtherance of the policies and purposes of the Network. The Standards/Membership Committee shall determine whether an organization is eligible to be a Provisional Member, subject to approval of the Board of Directors.

Section 4. The Full Program Members shall have and possess the exclusive right to notice of Members' meetings and exclusive voting rights and powers, and except as otherwise provided in Article III, Section 3, all other Members shall not be entitled to any notice of the Members' meetings or to vote upon the election of Directors or upon any question affecting the management or affairs of the Network.

Section 5. The annual meeting of the members shall be held in a place agreed upon by the members or specified in appropriate notice. The annual meeting shall be held for the purpose of electing Directors and for the transaction of such other business as may come before the meeting. Failure to elect the Board of Directors at the annual meeting shall not cause a dissolution of the Network, but the Directors thereof shall continue to hold office until their successors are elected and qualified. A special meeting for the purpose of holding such election shall be called as soon thereafter as convenient.

Section 6. Special meetings of the members, for any purpose, unless otherwise prescribed by statute, may be called by the President, by the Board of Directors or by twenty-five percent (25%) of the members entitled to cast votes at such meeting.

Section 7. Written or printed notice stating the place, day and hour of the meeting and, in case of a special meeting, the purpose or purposes of the meeting, shall be delivered not less than two (2) weeks before the date of the meeting, either personally or by facsimile or mail, to each member of record entitled to vote at such meeting. If mailed, such notice shall be deemed to have been given when deposited in the United States mail, addressed to the member at its address as it appears on the membership records of the Network, with postage thereon prepaid. By facsimile, the receiving party will be asked to respond by telephone, mail or fax to indicated receipt of meeting notice.

Section 8. The officer or agent having charge of the membership records of the Network shall make, at least ten (10) days before each meeting of members, a complete list of the members entitled to vote at such meeting or any adjournment thereof, arranged in alphabetical order with the address of each, which list, for a period of ten (10) days prior to such meeting, shall be kept on file at the registered office of the Network or at a location agreed upon by members and shall be subject to inspection by any member making written request therefor at any time during usual business hours. Such list shall also be produced and kept open at the time and place of the meeting and shall be subject to the inspection of any member during the whole time of the meeting. The original membership records shall be prima face evidence as to who are the members entitled to examine such list or records or to vote at any meeting of members.

Section 9. A majority of the members of the Network entitled to vote, represented in person or by proxy, shall constitute a quorum at a meeting of the members. No business may be transacted without a quorum. Any business may be transacted at any meeting of the members at which a quorum is present. If a quorum is present, the affirmative vote of the majority of the members represented at the meeting and entitled to vote on the subject matter shall be the act of the members.

Section 10. A member may vote either in person or by proxy executed in writing by the member or by his/her duly authorized representative. The proxy shall be voted only for the meeting specified in said proxy and in no event shall a proxy be valid after eleven (11) months from the date of its execution, unless otherwise provided in the proxy. A proxy is revocable at the pleasure of the member executing it and is revocable by the termination of the membership of the member executing it.

Section 11. Any action required or permitted to be taken at any meeting of the members may be taken without a meeting, if prior to such action a written consent thereto is signed by all the members entitled to vote thereon, and if such written consent is filed with the minutes of proceedings of the members.

ARTICLE II

Dues

All members, including Full Program Members, Associate Program Members and **Provisional** Members, shall pay annual dues as designated from time to time by the Board of **Directors**. All dues are payable on or before October 30th of each fiscal year.

ARTICLE III

Board of Directors

Section 1. The business and affairs of the Network shall be managed by its Board of Directors.

Section 2. The number of Directors constituting the Board of Directors shall be fixed by the members at their annual meeting, or at any special meeting called for that purpose, and such number so fixed shall continue to be the number of Directors until changed by the members, pursuant to this Section; provided, however, that such number shall be determined in accordance with Article III, Section 3 below and provided further that no decrease in the number of Directors shall have the effect of shortening the term of any incumbent Director.

Section 3. The number of Directors shall never be less than three (3). The President, Vice President, Secretary and Treasurer shall automatically become members of the Board of Directors while holding their respective offices. Directors will be the executive directors or program directors of Family Resource Centers with full membership in this Network, except as noted in Article III, Section 4 of these By-laws. This restriction may be amended by a majority vote of the members after the first full operating year of the Network. The immediate past President, if any, of the Network shall serve as a Director for the fiscal year following his or her term as President. As long as it is a Full Program Member, each Full Program Member shall elect one (1) Director each year, other than the immediate past President or the current offices. The Associate Program Members and the Provisional Program Members, each as a class, shall elect one (1) Director per class each year, and the vote of a majority of the Associate and

Provisional Program Members shall be the vote of said, respective class. The Board of Directors shall be elected annually by the Full Program Members and the Associate and Provisional Program Members as set forth in this Section at their annual meeting, and shall hold office for one (1) year and until respective successors are elected. Directors must be residents of the State of Alabama.

Section 4. The consumers of program services among the various centers of Full Program Members, may as a class, elect one (1) Director each year.

Section 5. A regular meeting of the Board of Directors shall be held immediately after, and at the same place as, the annual meeting of the members. The Board of Directors will also hold at least two (2) other regular meetings during each fiscal year and others as needed. At the beginning of each fiscal year, the Board of Directors shall provide, by resolution, the time and place for the holding of said regular meetings without other notice than such resolution.

Section 6. A Director may be removed at any time:

(a) with or without cause, by the affirmative vote of two-thirds (2/3) of the remaining directors at a regular meeting of the Board or a special meeting properly called for the purpose of considering such removal of the Director;

(b) upon the failure of the Director to attend three (3) consecutive regular meetings of the Board of Directors or failure to serve on a standing or special committee of the Network (without the need to call a special meeting of the Board of Directors for such purpose); or

(c) with or without cause, upon the notice to the President of the Network by a Full Program Member that it has removed the Director as its elected member of the Board of Directors of the Network or that the Full Program Membership status is no longer in effect for said site. In the event that the Standards/Membership Committee determines that a member or former member no longer qualifies as a Full Program Member, the Director representing such Member or former Member shall be removed immediately from the Board and shall not be replaced.

Any vacancy occurring in the Board of Directors shall be filled for the unexpired term by the appointment of a Director by whichever of the following is applicable:

- (a) the Full Program Member that elected the Director whose resignation, death, or removal caused said vacancy;
- (b) by the majority vote of the Associate or provisional Program Members if they, as a respective class, elected the Director whose resignation, death, or removal caused said vacancy; or
- (c) by the majority vote of the Consumer group if they, as a class, elected the Director whose resignation, death, or removal caused said vacancy; or
- (d) by the affirmative vote of a majority of the remaining Directors if the Director whose resignation, removal or death caused said vacancy was the President, Vice President, Secretary, Treasurer or the immediate past President of the Network at the time of his or her resignation, death, or removal from the Board of Directors.

Section 6. Special meetings of the Board of Directors may be called by or at the request of the President or a majority of Directors.

Section 7. Unless otherwise provided in these By-Laws, notice of meetings, both regular and special, shall be given not less than two (2) weeks in advance of said meeting. Such notice may be mail, telegram, telephone, facsimile, e-mail, or may be verbal. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail so addressed, with postage thereon prepaid. If notice is given by telegram, such notice shall be deemed to be delivered when the telegram is delivered to the telegraph company. If notice is by facsimile or e-mail, response from the receiver will be confirmation of receipt of the notice. Any Director may waive notice of any meeting. The attendance of a Director at a meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Except as provided in Article X hereof, the business to be transacted, or the purpose of, any regular or special meeting of the Board of Directors need not be specified in the notice or waiver of notice of such meeting.

Section 8. A majority of the Board of Directors shall constitute a quorum for the transaction of business. Except as otherwise provided herein, the act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. If a quorum is present when a meeting is convened, the Directors present may continue to do business, taking action by a vote of the quorum, until adjournment, notwithstanding the withdrawal of enough Directors to leave less than a quorum, or the refusal of any Director present to vote.

Section 9. All Board meetings shall be conducted according to the latest revision of Robert's Rules of Order. No member shall vote on a question in which he or she, or the Member, if any, electing him or her, has a direct or indirect personal or financial interest which is not common to other members of the Board, or the Members, if any, electing them.

Section 10. Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting, if prior to such action a written consent thereto is signed by all members of the Board, and if such written consent is filed with the minutes of proceedings of the Board of Directors.

ARTICLE IV

Officers

Section 1. The Board of Directors shall elect a President, a Vice President, a Secretary and a Treasurer. No one individual shall hold more than one (1) office at any one time. Other positions deemed important to the overall mission of the Network may be added with the majority vote of the Board and consequential elections.

Section 1 (a). Appointment of assistants to officers. The board of directors shall have the power, in its discretion, to appoint any qualified person to act as assistant to any officer of the network. Such assistant shall perform such duties as the board shall prescribe, including the performance of the duties of the principal officer when the incumbent is unable to act or it is impractical for him to act personally, subject to any restrictions on such authority as may be imposed by the board. The acts of such assistant officer, within the scope of his authority as delineated by the board, shall be the acts of the corporation to the same extent as if done by the principal officer.

Section 2. The term of office of all officers shall be for one (1) year initially and until their respective successors are elected and qualified. An individual shall not serve in the same office for a consecutive period of more than three (3) years. Any officer may be removed from office, either with or without cause, at any time by the affirmative vote of a majority of the members of the Board of Directors then in office. A vacancy in any office arising from any cause may be filled for the unexpired portion of the term by the Board of Directors, upon receiving a recommendation or recommendations of candidates from the Nominating Committee, except that the Vice President shall fill a vacancy in the office of the President and, in that case, a new Vice President shall be elected for the unexpired portion of the term.

Section 3. The officers of the Network shall have the following powers and duties:

(a) President. The President shall be the principal executive officer of the Network and shall have in his or her charge the general direction and promotion of its affairs with authority to do such acts and to make such contacts as are necessary or proper to carry on the activities of the Network and shall also perform those duties which usually devolve upon a president of a corporation under the laws of the State of Alabama.

Without limiting the generality of the foregoing, the President shall:

- (i) set the calendar of meeting times and select the site of each meeting;
- (ii) preside over all official meetings of the Network;
- (iii) be an ex-officio member of all committees except the Nominating Committee;

- (iv) with the advice of the Executive Committee, appoint all committee chairpersons;
- (v) appoint all advisory and ad hoc committees as deemed necessary;
- (vi) approve the expenditure of funds in individual amounts, not to exceed \$500; and
- (vii) serve as a spokesperson for the Network.

The President may, during the absence of any officer, delegate said officer's duties to any other officer or director.

(b) Vice President. The Vice-President shall:

- (i) in the absence or disability of the President, perform the duties of the President and shall perform such other duties as may be delegated to him or her from time to time by the Board of Directors or by the President; and
- (ii) in the event of the incapacity, death or removal of the President, assume the office of President for the unexpired term thereof, and a new Vice President shall be elected as set forth herein.

(b) Secretary. The Secretary shall:

- (i) publish and disseminate the calendar of regularly scheduled meetings to all membership classifications and issue notices of all meetings;
- (ii) review, edit and maintain the minutes of all meetings of the Board of Directors and of the Executive Committee;

(iii) have charge of the seal of the Network, if any, and shall serve as

custodian for all network records; and

(iv) make such reports and perform such duties as are incident to his or her office or which may be delegated to him or her by the President or Board of Directors.

(b) Treasurer. The Treasurer shall:

(i) keep records of all monies received and issue receipts for said monies;

(ii) keep records of all expenditures;

(iii) make all records available for inspection or audit by authorized persons;

(iv) ensure that individual expenditures of the Network which exceed \$500 are approved or ratified by the Board of Directors;

(v) render to the President and Board of Directors at such times as may be requested an account of all transactions as Treasurer and of the financial condition of the Corporation; and

(vi) perform such other duties as are incident to the office or as may be delegated to that office by the President or by the Board of Directors.

ARTICLE V

The Board of Directors, except as otherwise provided in these By-laws, may authorize any officer or agent to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Network, and such authority may be general or confined to a specific instance; and unless so authorized by the Board of Directors or so provided otherwise in these By-laws, no officer, agent or employee shall have the power or

authority to bind the Network by any contract or engagement, or to pledge its credit, or render it liable pecuniarily for any purpose or to any amount.

ARTICLE VI

Executive Committee

Section 1. The Executive Committee of the Board of Directors shall be composed of the President, immediate past President, Vice President, Secretary, and Treasurer. Each member of the Executive Committee shall have one vote on any matter properly brought before the Committee.

Section 2. Powers and Duties. In addition to other powers delegated to the Executive Committee by the By-Laws or by resolution of the full Board of Directors, the Executive Committee is empowered to interpret and to implement existing Board policies while handling all business in the interim between meetings of the Board, provided that all action taken by the Executive Committee be submitted for ratification to the Board at its next meeting and that all powers of the Executive Committee are subject to the restrictions imposed by Code of Alabama 1975, Section 10-3A-38. The Executive Committee will be responsible for the long-range planning for the Network.

Section 3. The Executive Committee shall meet as deemed necessary by the President or upon request by two or more members of the Executive Committee. Notice of meetings of the Executive Committee shall be given at the time and in the manner as set forth in Article III, Section 7 hereof.

Section 4. Quorum. Three members of the Executive Committee shall constitute a quorum for the transaction of business. The act of a majority of members of the Executive Committee at a meeting at which a quorum is present shall be the act of the Executive Committee.

ARTICLE VII

Committees

Section 1. The President may appoint members of the Board of Directors or others to serve on one or more committees listed below, may appoint a chairman for the committees, and at any time may appoint additional members thereto. The members of any such committee shall serve as such at the pleasure of the Board of Directors. Such committees shall advise with and aid the officers of the Network in all matters designated by the Board of Directors, subject to the restrictions imposed by Code of Alabama 1975, Section 10-3A-38. Each such committee may, subject to the approval of the Board of Directors, prescribe rules and regulations for the call and conduct of meetings of the committee and other matters relating to its procedure. The members of any committee shall not receive any stated salary for their services as such, but may be reimbursed for any actual expenses incurred in the performance of duties on behalf of the Network.

Section 2. Standing Committees. The standing committees of the Board shall be the following:

(a) Standards/Membership Committee The Standards/Membership

Committee shall:

- (i) Establish, subject to approval by the Board of Directors
minimum standards required for membership with the
Network;**
- (ii) Review and process all requests for membership with the
Network;**
- (iii) Have authority, based on the standards established in Section
2(a) (I) above, to determine and designate status of Full
Program Members, Associate Program Members or
Provisional Program Members, subject to approval of the
Board of Directors; and**
- (iv) Be required to present a report to the Board of Directors at
the annual regular meeting of the Board.**

(b) Finance Committee. The Finance Committee shall:

- (i) Supervise the formulation of the formulation of the budget;**
- (ii) Be responsible for the fiscal management of the Network;**
- (iii) Formulate and present the proposed annual budget to the
Board of Directors for approval; and**
- (iv) Seek and receive independent financial audits as requested
by the Board of Directors.**

(c) Consumer Advisory Committee. The Consumer Advisory Committee shall:

- (i) Provide input to the Board of Directors and members regarding consumer issues;
- (ii) Seek input from a representative group of consumers from all Full Program Members;
- (iii) Advise the Board of Directors regarding consumer issues and disseminate information from Board to other consumers;
- (iv) Assist in the marketing of Family Resource Center services to appropriate consumers.

Section 3. Advisory and Ad Hoc Committees. The President may form and appoint advisory and ad hoc committees, including a nominating committee, as needed. The term of an advisory or ad hoc committee shall not extend beyond the fiscal year unless extended by the successor to the President. The chairman and members of these committees shall be appointed from the Board of Directors or membership at large. However, advisory or ad hoc committees shall have at least one member of the Board of Directors, who shall act as a liaison between the committee and the Board of Directors.

ARTICLE VIII

Investments

The Network shall have the right to retain all or any part of any securities or property acquired by it in whatever manner, and to invest and reinvest any funds held by it, according to the judgment of the Board of Directors, without being restricted to the

class of investments which a trustee is or may hereafter be permitted by law to make, or any similar restriction, provided, however, that no action shall be taken by or on behalf of the Network if such action is a prohibited transaction or would result in the denial of tax exemption under Section 501 of the Internal Revenue Code and its Regulations as they now exist or as they may hereafter be amended.

ARTICLE IX

Fiscal Matters

Section 1. The fiscal year of the Corporation shall begin on October 1 and end on September 30.

Section 2. All checks of the Corporation in excess of \$500 shall be signed by two of the following: President, Vice President, Secretary, Treasurer, or Director-at-Large selected by the Board of Directors as set forth in Article VI, Section 1. Checks under \$500 may be signed by any one of the President, Vice President or Treasurer.

Section 3. The financial books of the Network shall be audited by an independent certified public accountant as determined by the Board of Directors.

ARTICLE X

Amendments

These By-Laws shall not be altered, amended or repealed unless by and with the consent and approval of a two-thirds (2/3) majority of the Directors at a duly called and convened meeting of the Board of Directors; provided however, that any such alteration, amendment or repeal shall have been reviewed at a previous meeting of the Board of Directors and provided further that written notice shall be given to each Director at least

ten (10) days in advance of the meeting at which such vote shall take place and such written notice shall include the purpose of such meeting and the proposed alteration, amendment or repeal of the By-Laws.

ARTICLE IX

Exempt Activities

Notwithstanding any other provision of these By-Laws, no Director, officer, employee or representative of this Network shall take any action or carry on any activity by or on behalf of the Network not permitted to be taken or carried on by an organization exempt under Section 501(c) (3) of the Internal Revenue Code and its Regulations as they now exist or as they may hereafter be amended, or by an organization to which contributions are deductible under Section 170 (c) (2) of such Code and Regulations as they now exist or as they may hereafter be amended.

ARTICLE XII

Compensation

The officers and Directors of this Network shall receive no compensation for their services as such. The Network may, however, make payments for such clerical assistance and for such professional services as the officers and Directors deem necessary for the conduct of the affairs of the Network. Under no circumstances shall the Network make loans to officers and Directors.

ARTICLE XIII

Agents and Representatives

The Board of Directors may appoint such agents and representatives of the Network with such powers and to perform such acts of duties on behalf of the Network as the Board of Directors may see fit, so far as may be consistent with these By-Laws, to the extent authorized or permitted by law.

ARTICLE XIV

Non-Discrimination

The Corporation shall maintain a policy by which no person shall be discriminated against because of race, age, sex, sexual orientation, disability or religion. _

11/10/1999 09:04 REC FEE: \$30.00
CHAMBERS COUNTY, AL JOHN T CROWDER

PROBATE

PAGE #: 0001 OF 0005
JUDGE DOC #: 1999 5157

**

ARTICLES OF INCORPORATION
OF
ALABAMA NETWORK OF FAMILY RESOURCE CENTERS

ARTICLE I

The name of the corporation shall be Alabama Network of Family Resource Centers, Inc.

ARTICLE II

The corporation is organized pursuant to the provisions of the "Alabama Non-Profit Corporation Act", Section 10-3A1, et. seq. of the Code of Alabama, 1975, under the provision of the foregoing laws and shall be a non-profit corporation

ARTICLE III

The period of duration of the corporation shall be perpetual.

ARTICLE IV

The purposes for which the corporation is formed are:

(1) To protect children, preserve families, and promote family strength and stability through the provision of family resource center-services that are coordinated and integrated, culturally relevant, and family-focused; and

(2) To identify and validate high levels of service provided through family resource centers in Alabama; and

(3) To encourage, support and help to develop the optimum capacity and highest quality of family resource centers throughout the State; and

(4) To ensure that family resource centers that are Network members have high standards of accountability, collaboration, and service delivery; and

(5) To attract funding to support the services and programs of the member Centers.

The purposes for which the corporation is organized are exclusively religious, charitable, scientific, literary and educational within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954 or the corresponding provision of any future United States Internal

ARTICLES OF INCORPORATION
OF
ALABAMA NETWORK OF FAMILY RESOURCE CENTERS

ARTICLE I

The name of the corporation shall be Alabama Network of Family Resource Centers, Inc.

ARTICLE II

The corporation is organized pursuant to the provisions of the "Alabama Non-Profit Corporation Act", Section 10-3A1, et. seq. of the Code of Alabama, 1975, under the provision of the foregoing laws and shall be a non-profit corporation

ARTICLE III

The period of duration of the corporation shall be perpetual.

ARTICLE IV

The purposes for which the corporation is formed are:

- (1) To protect children, preserve families, and promote family strength and stability through the provision of family resource center-services that are coordinated and integrated, culturally relevant, and family-focused; and
- (2) To identify and validate high levels of service provided through family resource centers in Alabama; and
- (3) To encourage, support and help to develop the optimum capacity and highest quality of family resource centers throughout the State; and
- (4) To ensure that family resource centers that are Network members have high standards of accountability, collaboration, and service delivery; and
- (5) To attract funding to support the services and programs of the member Centers.

The purposes for which the corporation is organized are exclusively religious, charitable, scientific, literary and educational within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954 or the corresponding provision of any future United States Internal

Revenue Law. Notwithstanding any other provision of these articles, this organization shall not carry on any other activities not permitted to be carried on by an organization exempt from Federal Income Tax under Section 501(c)(3) of the Internal Revenue code of 1954 or the corresponding provisions of any future United States Revenue Law.

ARTICLE V

The manner by which the directors shall be elected is set forth in the By-Laws.

ARTICLE VI

The Bylaws shall be adopted and amended by a majority vote of the Board of Directors.

ARTICLE VII

The location and mailing address of the corporation's registered office, and the name and address of its initial agent at such address is as follows

Mrs. Gloria B. Hull, Executive Director
The Circle of Care Center for Families
2200 35th Place
Valley, Alabama 36854

ARTICLE VIII

The names and addresses of the Directors of the Corporation are: B

Ms. Sue Barrett, Program Director
The Center for Families
530 Lawrence Street
Montgomery, AL 36104

Ms. Margaret Morton, Executive Director
SAFE Family Service Center
78 Betsy Ross Lane
Sylacauga, AL 35150

Ms. Gloria B. Hull, Executive Director
Circle of Care Center for Families
2200 35th Place
Valley, AL 36854

Ms. Linda O'Connell, Executive Director
The Alfred Saliba Family Services Center
301 West Lafayette Street, Suite 2B
Dothan, AL 36301

Dr. Richard Rhone, Executive Director
HERO Family Resource Center
1015 Market Street
Greensboro, AL 36744

ARTICLE IX

The names and addresses of the Incorporators are as follows:

Ms. Sue Barrett, Program Director
The Center for Families
530 South Lawrence Street
Montgomery, Alabama 36104

Mrs. Linda O'Connell, Executive Director
The Alfred Saliba Family Services Center
301 West Lafayette Street, Suite 2B
Dothan, Alabama 36301

Mrs. Gloria Hull, Executive Director
Circle of Care Center for Families
2200 35th Street
Valley, Alabama 36854

Dr. Richard Rhone, Executive Director
HERO Family Resource Center
1015 Market Street
Greensboro, Alabama 36744

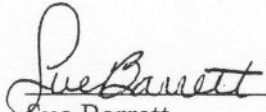
Mrs. Margaret Morton, Executive Director
SAFE Family Service Center
78 Betsy Ross Lane
Sylacauga, AL 35150

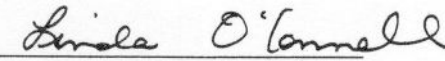
ARTICLE X

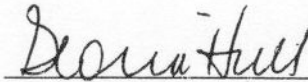
Upon the dissolution and liquidation of the assets of the corporation, after paying all liabilities and obligations of the corporation, and after returning all assets held by the corporation upon condition requiring return, transfer or conveyance with those terms and conditions, and any assets remaining shall be distributed or transferred to one or more non-profit groups, corporations, or organizations, or law enforcement agencies engaged in or organized for charitable, benevolent, civic, law enforcement, or child abuse prevention purposes or activities, which themselves are exempt as organizations described in Section 501(c)(3) and 170(c)(2) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future Internal Revenue Code. The particular groups, organizations, or corporations shall be selected by a majority vote of the Board of Directors.

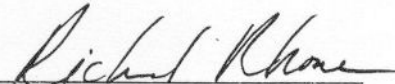
Code. The particular groups, organizations, or corporations shall be selected by a majority vote of the Board of Directors.

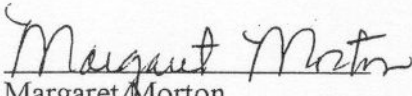
In WITNESS WHEREOF, the undersigned incorporators have executed these Articles of Incorporation this the _____ day of _____, 1999.


Sue Barrett


Linda O'Connell


Gloria Hull


Richard Rhone


Margaret Morton

Tax Exemption & 501(c) (3) Status

Tax Identification Number

A family service centers should have a federal tax identification number. The number acts as a Social Security number for organizations. The number can be used to open bank accounts, file IRS tax forms, apply for tax-exempt status, etc. A center does not need to be incorporated to receive a tax identification number. For more information contact the Alabama Department of Revenue at (334) 242-1584.

Tax Exempt Status

Tax Exempt status is highly recommended because it will allow centers to apply for grants from foundations or solicit large donations.

In order to apply for a tax exemption, a center must be incorporated. The federal government issues tax exempt status through the Internal Revenue Service. This status permits large contributors to your center to deduct contributions from their income tax. For more information and an application, contact the Alabama Secretary of State's corporation section.

